

OFFICE OF LOGISTICS

REMARKS ON THE STATE OF THE OFFICE - JUNE 1989

WELCOMING REMARKS

COMMENTS ON THE FILM "THIS IS OL"

I. INTRODUCTION

AT THE OL CONFERENCE LAST YEAR, WE LOOKED INTO THE FUTURE AND MADE SOME OBSERVATIONS:

25X1 ° THE YEAR WOULD BE ONE OF TRANSITION, FROM A HIGH PEAK OF ACTIVITY TO ONE OF CONSOLIDATION. PRIMARILY BECAUSE OF THE DECLINE

° THE REORGANIZATION WOULD HAVE A BROAD IMPACT ON THE WAY OL DOES BUSINESS, AFFECTING ALL OF US.

25X1 ° SPACE MANAGEMENT, ESPECIALLY THE MOVE INTO THE NEW HEADQUARTERS BUILDING AND RENOVATING THE OLD, WOULD CONTINUE TO OCCUPY A LARGE AMOUNT OF OUR THINKING FOR YEARS TO COME.

° WE WOULD CONTINUE OUR EMPHASIS ON IMPROVING SERVICE TO OUR CUSTOMERS.

° OFFICE-WIDE ADP APPLICATIONS WOULD CONTINUE AS A MAJOR GOAL FOR THE OFFICE.

° AND FINALLY, WHAT EFFECT ALL THIS WOULD HAVE ON OUR RESOURCES, HUMAN AND OTHERWISE.

TODAY, I'D LIKE TO LOOK AT THE PAST YEAR IN LIGHT OF THESE EXPECTATIONS, HIGHLIGHT SOME OF OUR ACCOMPLISHMENTS, DISCUSS A FEW DISAPPOINTMENTS, AND AGAIN TAKE A LOOK INTO THE CRYSTAL BALL AND SEE WHAT WE CAN EXPECT IN THE FUTURE.

~~SECRET~~

II. HOW ACCURATE WERE OUR PREDICTIONS?

° TRUE TO EXPECTATIONS IT HAS BEEN A YEAR OF TRANSITION: [REDACTED] THAT OCCUPIED SO MUCH OF OL'S THINKING AND EFFORT APPEARS TO BE BEHIND US. I DO NOT EXPECT THAT WE WILL SEE [REDACTED] AT THIS LEVEL IN THE FORSEEABLE FUTURE. YET THE EXPECTED SLACKING OFF IN SUPPORT ACTIVITY HASN'T OCCURRED, AND OUR SUPPLY GROUP CONTINUES TO SET RECORDS FOR HANDLING MATERIEL.

25X1

25X1

° THE REORGANIZATION IS SUBSTANTIALLY COMPLETE. HOWEVER, I'M NOT CONVINCED THAT WE HAVE DONE ALL WE CAN TO EFFECT THE DESIRED CHANGES. WE STILL NEED TO CONCENTRATE ON ELIMINATING SOME OF THE BUREAUCRATIC ROADBLOCKS THAT THE REORGANIZATION WAS INTENDED TO ACCOMPLISH.

° MUCH OF THE MOVE INTO THE NEW BUILDING IS BEHIND US. ALTHOUGH PROGRESS HAS BEEN SLOWER THAN WE ALL THOUGHT, OR PERHAPS HOPED, WE EXPECT THIS PHASE OF THE "BIG MOVE" TO BE COMPLETED BEFORE NEXT YEAR'S OL CONFERENCE (ASIDE TO FMG: "DID YOU HEAR THAT, ?????"). MEANWHILE, WE HAVE HAVE MADE A GOOD START ON RENOVATING THE ORIGINAL BUILDING, A TASK THAT WILL TAKE FIVE MORE YEARS.

° OTHER ASPECTS OF SPACE MANAGEMENT, HOWEVER, ARE NOT SO ROSY. WE HAD EXPECTED BY NOW TO BE FIRMLY COMMITTED TO DEVELOPING [REDACTED] AS A MAJOR CIA COMPLEX. YOU WILL RECALL THAT WE HAD PLANS, AND HAD RECEIVED CONGRESS'S APPROVAL, TO DOUBLE THE SIZE OF [REDACTED] BY 1993. BUT RECENTLY, WE HAVE ENCOUNTERED PROBLEMS WITH THE DEVELOPER, AND IT LOOKS LIKE [REDACTED] WILL NOT BE THE "SECOND HOME" WE HAD HOPED FOR. AND, ALTHOUGH WE HAVE BEEN EXPLORING ALTERNATIVES, TO DATE WE HAVE NOTHING ON THE DRAWING BOARDS.

25X1

25X1

25X1

(ADD DETAILS HERE, IF YOU WISH; HOWEVER, THE FUTURE IMPLICATIONS OF THIS TOPIC WILL BE DISCUSSED LATER.)

25X1

SECRET

◦ I THINK OUR SERVICE TO CUSTOMERS HAS IMPROVED CONSIDERABLY OVER THE PAST YEAR. THIS IS A VERY DIFFICULT THING TO MEASURE AND PERHAPS IT'S TIME TO ASK OUR CUSTOMERS THROUGHOUT THE AGENCY FOR THEIR OPINION ON HOW WE'RE DOING. BUT WE ARE STILL SEEING SOME INNOVATIVE APPROACHES BY OL PEOPLE AND COMPONENTS. WE NEED TO CONTINUE OUR EFFORTS IN THIS AREA.

◦ WE HAVE MADE PROGRESS IN AUTOMATING OL OPERATIONS, WITH, HOWEVER, ONE MINOR DISAPPOINTMENT. MUCH OF THE CLAS PROJECT HAS BEEN SUCCESSFULLY BROUGHT ON-LINE, BUT THERE REMAIN PROBLEMS IN COMPLETING THE PROJECT. YET WE HAVE MADE STRIDES IN AUTOMATING OUR CONTRACT WORK AND INSTITUTING AN OFFICE AUTOMATION NETWORK AT PAGE.

III. SOME HIGHLIGHTS OF THE YEAR:

(DEPENDING ON TIME AND LEVEL OF INTEREST, MENTION THE FOLLOWING. I HAVE NOTED THOSE ITEMS THAT THE ANNUAL REPORT IS SKETCHY ON):

◦ DETAILS OF THE MOVE (IN THE A/R, BUT WORTH REPEATING)

◦ BACKFILL PROGRAM (DITTO)

◦ TROUBLE CALLS (NOT MENTIONED IN THE ANNUAL REPORT. MAYBE MENTION ONLY TO INJECT HUMOR?)

◦ CAFETERIA EXPANSION (IN THE A/R, BUT COULD BE EXPANDED UPON)

◦ RUNNING TRACK

◦ PARKING (EXPAND ON WHAT'S IN THE A/R

◦ RESTON COMPLEX (ON PURPOSE, NOT MENTIONED IN THE A/R. THINK IT'S TIME TO BREAK THE BAD NEWS, IN SOME DETAIL)

◦ FLYING SQUAD

SECRET

25X1

◦ P&PG WORK LOAD, EXPANSION, QUEST FOR \$\$\$ FOR NEW EQUIPMENT, AND CHANCES FOR SUCCESS

◦ SPECIFIC PUBLICATIONS DURING THE YEAR (EXPAND ON THE A/R)

◦ SPECIAL MENTION OF THE PHOTOGRAPHIC SIDE OF P&PG (WHICH DOESN'T GET A BIG PLAY, USUALLY)

◦ PROCUREMENT GENERALLY (RANK IN \$\$, HOW LOGS SUPPORTS THE WHOLE AGENCY EFFORT, INCLUDING NATIONAL PROGRAMS)

◦ PROCUREMENT STATISTICS (NOT TOO EXCITING THIS YEAR)

◦ INTEGRITY IN PROCUREMENT (NOT MENTIONED IN THE A/R)

◦ SPECIFICS ON SOME ADP ACTIVITIES DURING THE YEAR (THE A/R IS VERY GENERAL)

IV. SPECIFIC ACCOMPLISHMENTS: (OUR FINEST HOURS???)

FIVE OR SIX ATTABOYS (A MIX OF GROUP ACHIEVEMENTS AND THE BEST OF THE "ONE PERSON CAN MAKE A DIFFERENCE" SERIES

V. PERSONNEL ISSUES

◦ RE-EMPHASIZE OL'S POLICIES

◦ CAREER BOARDS, THEIR VALUE AND SOME STATISTICS OF ACTIVITY

◦ PERSONNEL AND TRAINING ACTIVITIES AND STATISTICS (HIGHLY RECOMMENDED; NEED TO EXPAND ON WHAT'S IN THE A/R)

SECRET

25X1 ° RECRUITMENT- DIFFICULTY IN GETTING HELP, RECENT RESULTS [] NEW CLERICALS)

° MINORITY HIRING

° EMPHASIS ON DEVELOPING SUPERVISORS (DESCRIBE COURSE? BUT SUPERVISION IS NOT MANAGEMENT, AND MANAGEMENT IS THE WEAK LINK IN ANY ORGANIZATION - THE CIA IS NO EXCEPTION)

25X1 ° P&TS IS HERE TO SERVE YOU [] TO SUPPLY SOME EXAMPLES OF WHAT THEY CAN DO. E.G., HELP AND ENCOURAGEMENT IN GETTING THRU THE TRIAL PERIOD)

° NEW ASSIGNMENTS TO KEY POSITIONS

VI. NON-HUMAN RESOURCES

° THE OL BUDGET:

SPACE COST IS HIGH - \$\$\$ AND PERCENT OF TOTAL

PERSONAL SERVICES - \$\$\$ AND PERCENT OF TOTAL
COMPARE TO PAST YEARS, AND FUTURE BUDGETS.

OTHER STATISTICS

NO CLOUDS ON THE HORIZON WITH REGARD TO
RESOURCES. WE HAVE ENOUGH TO DO WHAT IS
EXPECTED OF US FOR THE FORSEEABLE FUTURE.

VII. GOALS AND OBJECTIVES

° RESTATE EMPHASIS ON SERVICE TO OUR CUSTOMERS - NO BACKSLIDING!

° IMPROVE COMMUNICATIONS WITHIN THE ORGANIZATION AND WITH OTHERS OUTSIDE. DON'T CONFUSE FORMAL COMMUNICATION (STAFF MEETINGS, CIRCULARS, ETC.) WITH REAL COMMUNICATIONS - GOT TO LEARN TO LISTEN AND TO TALK TO PEOPLE AND MAKE SURE THEY HEAR YOU

° BE LESS BUREAUCRATIC, MORE PRAGMATIC. ALTHOUGH WE ARE A SERVICE ORGANIZATION, LOOK FOR WAYS TO BE PROACTIVE, NOT REACTIVE

° NEED TO REVIEW REORGANIZATION - IS IT COMPLETE? WHAT CAN WE DO TO MAKE IT MORE EFFECTIVE? ARE CHANGES NECESSARY?

SECRET

° MBO'S - LIKE TO TAKE A HARD LOOK AT OBJECTIVES NEXT YEAR. NEED SOME REVISION AND REFOCUSING. SHOULD BE DIRECTED MORE AT ACCOMPLISHING THE OFFICE AND GROUP/STAFF MISSIONS, NOT ISOLATED PROJECTS. BUT THEY ARE HERE TO STAY

VIII. A LOOK INTO THE FUTURE

° AFTER THE ACTIVITY OF THE PAST YEAR OR TWO, WE'RE ON A MORE STEADY COURSE. THINK IT WILL CONTINUE, BUT CAN NEVER TELL WHERE ACTION WILL POP UP NEXT.

° BUT, SOME THINGS WILL CONTINUE OR GROW:

25X1

THE FLYING SQUAD IS HERE TO STAY ALSO.

° SPACE ISSUES. WILL FINISH THE NHB MOVE BY THIS TIME NEXT YEAR. (WILL OL OFFICES BE MOVING?) RENOVATION OF OHB WILL CONTINUE TO CAUSE DISRUPTION. ITS A LONG AND ARDUOUS PROCESS FOR THE WHOLE AGENCY. RESTON: WITH EXPANSION NO LONGER LIKELY, WE WILL HAVE TO RETHINK A LOT OF SPACE DECISIONS WE THOUGHT WERE BEHIND US. NOW LOOKING FOR SPACE FARTHER OUT. FLINT HILL IS NO LONGER IN THE RUNNING. IS THERE A WEST VIRGINIA IN OUR FUTURE?

° CONTINUED COMMITMENT TO AUTOMATING OUR WORKPLACE. SOME THINGS I'D LIKE TO SEE IN THE FUTURE:

(ADDRESS THE ISSUE PERSONALLY)

° DOING MORE WITH LESS. AN OLD CLICHE, BUT TRUE, NEVERTHELESS. ALTHOUGH WE TALK ABOUT THINGS SLOWING DOWN, THEY NEVER REALLY DO. PROBABLY MOST OF YOU ARE SAYING "IF THIS IS A QUIET PERIOD, WHY AM I WORKING HARDER THAN EVER BEFORE?" BUT OL HAS ALWAYS MET THE CHALLENGE. KNOWING THE PEOPLE OF OL, I'M CONFIDENT WE ALWAYS WILL.

IX. A WORD OR TWO ABOUT THE CONFERENCE

25X1 ° MOVED THIS YEAR. WILL HAVE TWO SESSIONS,
25X1 DOUBLING ATTENDANCE. BETTER FACILITIES MORE
OVERNIGHTS. AND ITS A CHANGE OF SCENE SHOULD BE A GOOD
GET-TOGETHER

SECRET

° SORRY WE ALL CAN'T BE THERE. WE HAVE A GOOD
PROGRAM PLANNED (GIVE SOME DETAILS)

X. CONCLUDING REMARKS

- ° THANKS FOR YOUR TIME
- ° THANKS FOR YOU SUPPORT AND FRIENDSHIP

SECRET

25X1 ° IN THE PERSONNEL AREA, WE HAD [] PROMOTIONS, ABOUT
15% LESS THAN LAST YEAR. (BUT WE CAN'T HAVE A BANNER YEAR
25X1 IN EVERYTHING.) AWARDS, HOWEVER, WERE UP CONSIDERABLY
TO []
WE WELCOMED NEW EMPLOYEES AND OUR MINORITY HIRING
WAS UP SUBSTANTIALLY (STATISTICS?)(MORE?)

° P&TS ALSO MOUNTED A NEW COURSE LAST YEAR,
"SUPERVISING IN OL". ALTHOUGH I HAVEN'T TAKEN THE COURSE
MYSELF (OBVIOUSLY I DON'T NEED IT), I UNDERSTAND FROM THOSE
WHO HAVE THAT IT'S EXCELLENT.

SECRET